

DPB Strategic Plan 2005

MISSION AND VISION

Mission

The Department of Planning and Budget advises the Governor on how to wisely use public resources for the benefit of all Virginians by analyzing, developing, and carrying out various fiscal, programmatic, and regulatory policies.

Vision

The Department of Planning and Budget advises the Governor in the prudent allocation of public resources and promotes the development and implementation of effective fiscal, legislative, and regulatory policies in the Commonwealth. The Department serves its customers through creative, proactive, objective, accurate, and timely planning, analysis, and evaluation.

VALUES

Integrity:	Maintaining the highest ethical standards and conducting our business accordingly.
Professionalism:	Conducting ourselves in a professional manner and applying our knowledge, skills, and abilities to produce work of the highest quality.
Creativity:	Continually challenging the status quo to seek innovative and cost-effective ways to improve services.
Responsiveness:	Responding to customer needs quickly, thoroughly, and courteously while always seeking to improve service.
Accountability:	Accepting accountability for our actions.
Customer focus:	Recognizing that customers are always the top priority.
Performance:	Striving to improve performance in achieving our mission.

EXECUTIVE PROGRESS REPORT

Service performance and productivity

Summary of current service performance: Since fiscal year 1990, DPB has experienced a significant reduction in resources (both dollars and personnel) while the statutory responsibilities

and duties assigned to DPB have grown significantly. New statutory responsibilities added since 1990 in the Code of Virginia include the following:

Code Section	Chapter No.	Description
1992		
§ 2.2-1509 Budget Bill	Chapter 582	Changes date of budget submission to “On or before December 20” in lieu of “five days after the beginning of each regular session.”
§ 2.2-1508 Budget Document	Chapter 582	Revises content of Budget Document to identify common programs and services performed by state agencies, the general purpose of the programs, and provides measures for monitoring and evaluating services.
1993		
§ 2.2-1504 Budget estimates by state agencies	Chapter 724	Requires that agency budget estimates for the upcoming biennium also include estimates for the two biennial periods beginning the following July 1.
1994		
§ 2.2-4007 Regulations	Chapter 938	Requires DPB to prepare an economic analysis for proposed regulations within 45 days of receipt of the proposed regulations.
1995		
§ 2.2-1501 Duties of DPB	Chapter 219	Requires that the Budget Document include a report from each agency regarding the dollar amount and percentage of its budget from federal funds.
1998		
§ 2.2-1509 Budget Bill	Chapters 118 and 591	Requires debt authorization bills for capital projects to be submitted concurrently with the Budget Bill.
2000		
§ 2.2-1501 Duties of DPB	Chapter 424	Requires the development of a performance management system involving strategic planning, performance measurement and performance budgeting.
2001		
§ 2.2-1501 Duties of DPB	Chapter 43	Requires DPB to annually submit prior to the second Tuesday in January to the money committee chairmen a report on agency strategic planning information and performance measurement results (http://www.dpb.state.va.us/VAResults/Index.cfm).
2002		
§ 2.2-1503.1 Six-year financial outline	Chapters 480 and 486	Requires that the Governor submit to the General Assembly in each even-numbered year a six-year financial plan.
§ 2.2-1503.2 Six-year capital improvement plan	Chapters 839 and 888	Requires that the Governor submit to the General Assembly in each even-numbered year a six-year capital improvement plan.
2003		
§ 2.2-2686 Duties of DPB	Chapter 900	Requires DPB to staff the Council on Virginia’s Future, to establish long term statewide objectives, and to develop a scorecard to measure progress against those objectives.
§ 2.2-1501 and others (Gov’t Performance and Results Act)	Chapter 900	Requires DPB to establish a performance management system which includes a revised (3-yr) strategic planning process for state agencies to articulate goals and objectives, identify program outputs and determine performance measures.

Code Section	Chapter No.	Description
§ 2.2-1503.3 Six-year revenue forecast	Chapter 14	Requires the Governor to re-estimate general fund revenue based on the Comptroller's preliminary close, if the close shows that actual general fund revenue is 1% or more below the original estimate.
§ 2.2-1508 Budget Document	Chapter 190	Requires cross-referencing between budget items in the Budget Document and the Budget Bill and a listing of performance standards and evaluations.
§ 2.2-1508 Budget Document	Chapter 888	Requires a listing in the Budget Document of schedules and descriptions of certain data processing projects and other projects with certain payment requirements.

Summary of current productivity: The fact that DPB continues to meet all of its responsibilities despite a 38.5 percent reduction in staff since 1990 and the addition of 15 new statutory responsibilities—some of which are significant new initiatives requiring considerable resources in terms of personnel and costs—attests to a high level of productivity. The Department has been able to use technology effectively to develop web-based applications for budget and regulatory submissions as well as off-the-shelf and in-house systems for analysis and financial transactions. DPB also provides a formal training program for staff, using in-house resources.

Initiatives ranking and customer trends

Summary of major initiatives and related progress: DPB's accomplishments in the past year include the following:

- *Proposed a biennial budget that reverses the decline in funding for core services.* DPB prepared and introduced the Governor's biennial budget that restored structural balance between ongoing resources and spending, made important new investments in public and higher education, strengthened services provided to Virginia's most vulnerable citizens, renewed the Commonwealth's commitment to preserving natural resources, strengthened Virginia's efforts in public safety, and provided significant additional funding for transportation.
- *Maintained the state's AAA bond rating.* Despite the most serious fiscal downturn in recent history and a cumulative budget shortfall of more than \$6 billion, Virginia maintained its AAA bond rating.
- *Developed a Six-Year Financial Plan.* DPB prepared the first long-term financial plan to examine the impact of budgetary decisions over a multi-year period. This plan showed major spending items and initiatives by secretarial area. The purpose of this plan was to designed to ensure that spending growth was in line with projected revenues and that structural balance was maintained in the budget during budget development.
- *Implemented School Efficiency Reviews.* Virginia implemented a pilot program of school efficiency reviews, whereby existing DPB staff conducted operational reviews in the New Kent, Roanoke County, and City of Richmond school divisions to identify savings opportunities. In New Kent, annual recurring savings of \$238,000 were identified (5% of the non-instructional operating budget). In Roanoke, annual recurring savings of \$295,000 were identified. The Richmond City review identified \$2.1 million in annual savings. In addition, DPB also developed a competitive procurement requiring four consulting firms to complete six reviews with the \$984,000 in funding provided for FY 2005. Two of these reviews are

essentially complete. The Stafford County review identified potential annual savings of \$1.7 million. The Portsmouth review, which is in final draft form, has identified \$2.1 million in potential annual savings. Pending reviews include the counties of Campbell, Surry, Williamsburg/James City, and Spotsylvania.

- *Launched the Council on Virginia's Future.* DPB provided staff support for the Council on Virginia's Future. The Council is charged with developing a vision for Virginia, including long-term objectives and indicators. The Governor chairs the Council.
- *Advanced performance management.* DPB is providing guidance and assistance to agencies in developing strategic plans and performance measures. In addition, DPB included more outcome information in the Governor's budget document as a result of House Bill 1838, the Taxpayer's Budget Bill of Rights passed during the 2003 General Assembly.
- *Re-tooled Virginia the Results web site.* A number of enhancements were made to the Internet-based results management system known as Virginia Results. The site combines Virginia's performance management efforts into a performance management system. It offers Virginians comprehensive information about what state government is providing for their tax dollars.

Summary of Virginia's ranking: Virginia has been named the Number One managed state in the nation by the Government Performance Project, sponsored by *Governing* magazine. Virginia's financial strength is also indicated by its AAA bond rating. Virginia is one of only six states to have been given this highest rating by all three national rating agencies.

Summary of customer trends and coverage: DPB anticipates no further changes in customer base or coverage in the near future.

Future direction and impediments

Summary of future direction and expectations: DPB expects to continue to play an integral part and lead role in the development and roll-out of the Commonwealth's new integrated strategic planning and budget process.

In terms of overall financial health of the Commonwealth, DPB's six-year financial plan indicates that maintaining necessary funding for the core service of state government will be increasingly challenging in the years ahead. DPB will experience increased pressure to remain vigilant in maintaining financial responsibly and a structural balance in the state's budget.

Summary of potential impediments to achievement: DPB is seriously challenged by a continuously increasing demand for services with a limited number of staff. Since 1990, there has actually been a reduction in staff while 15 new statutory responsibilities have been placed on the agency. Moreover, during this time, no responsibilities were eliminated from DPB's mission. Without additional resources, DPB will not be able to meet its basic responsibilities and address such increasing demands.

DPB is also challenged by the fact that the demands for additional information are taxing its automated systems, which have not been significantly updated in many years.

BACKGROUND INFORMATION

Statutory Authority

Title 2.2, Chapter 15; Title 2.2, Chapter 26, Article 8; and Executive Order 21 (2002)

The Department of Planning and Budget was created by statute in 1976, merging previously existing budget and planning agencies. **Sections 2.2-1500 through 2.2-1510 of the Code of Virginia** establish the agency and set forth the powers and duties of the Department and the director, the requirements for submitting the executive budget to the General Assembly, and the requirements for submitting the Budget Bill. Section 2.2-1501 of the Code specifically assigns the following responsibilities to DPB:

- Development and direction of an integrated policy analysis, planning, and budgeting process within state government.
- Review and approval of all sub-state district systems boundaries established or proposed for establishment by state agencies.
- Formulation of an executive budget as required in this chapter.
- Conduct of policy analysis and program evaluation for the Governor.
- Continuous review of the activities of state government focusing on budget requirements in the context of the goals and objectives determined by the Governor and the General Assembly and monitoring the progress of agencies in achieving these goals and objectives.
- Operation of a system of budgetary execution to ensure that agency activities are conducted within funding limitations provided in the Appropriation Act and in accordance with gubernatorial and legislative intent.
- Development and operation of a system of standardized reports of program and financial performance for management.
- Coordination of statistical data by reviewing, analyzing, monitoring, and evaluating statistical data developed and used by state agencies and by collecting statistical data from outside sources, such as research institutes and the federal government.
- Assessment of the impact of federal funds on state government by reviewing, analyzing, monitoring, and evaluating the federal budget, as well as solicitations, applications, and awards for federal financial aid programs on behalf of state agencies.
- Review and verify the accuracy of agency estimates of receipts from donations, gifts or other nongeneral fund revenue.
- (Effective until July 1, 2008) Development and implementation of a performance management system involving strategic planning, performance measurement, evaluation, and performance budgeting within state government. The Department ensures that information generated from these processes is useful for managing and improving the efficiency and effectiveness of state government operations, and is available to citizens and public officials.
- (Effective July 1, 2008) Development and implementation of a performance management system involving strategic planning, performance measurement, evaluation, and performance budgeting within state government.
- Development and management of an Internet-based information technology system to ensure that citizens have access to performance information.

- Development and management of an Internet-based information technology system to ensure that citizens have access to meeting minutes and information pertaining to the development of regulatory policies.
- Development and management of a school efficiency review program.

Section 2.2-2625 of the Code requires DPB to “determine the amount of the existing appropriation no longer needed by a state agency or institution where all or a portion of such agency's function has been privatized in accordance with the recommendations of the Commonwealth Competition Council, and shall unallot such funding. The Department shall also ensure that all appropriate reporting requirements to the Governor and the General Assembly are met. Nothing in this section shall preclude the Governor from recommending in future budget submissions the restoration of a portion of the original appropriation to the state agency or institution.”

Section 2.2-2688 of the Code (effective until July 1, 2008) requires DPB provide staff assistance to the Council on Virginia’s Future.

Executive Order 21 (2002), Development and Review of Regulations Proposed by State Agencies, signed by Governor Warner on June 26, 2002, sets forth a specific role for DPB, including the following:

- Develop an appropriate background form describing the regulatory action for each stage of the regulatory development process.
- Review the submission of all Notices of Intended Regulatory Action, any proposed regulation packages, all final regulation packages, and any proposed emergency regulations to determine whether they comply with all requirements of the Executive Order and applicable statutes and whether the contemplated regulatory action comports to the policy of the Commonwealth.
- Within 14 days of receiving the package, the Director of DPB shall advise the appropriate Secretary and the Governor of DPB's determination.
- Develop a form to report the periodic review of existing regulations, as required every four years.

Customers

Customer List	Actual Number	Potential Number
Governor	1	1
Governor’s Secretaries and Deputy Secretaries	32	32
Governor’s Policy staff	10	10
General Assembly members	140	140
General Assembly (money committee) staff	16	16
State agencies	200	200
Council on Virginia’s Future (members)	17	17
Commonwealth Competition Council (members)	15	15
Participants in the rulemaking process (members of public interest, regulated communities members of the legal community)		

DPB staff	62	62
General Public		

Note: DPB anticipates no significant changes to its customer base.

Product and Services

- Budget bill
- Budget document
- Governor's budget press package
- Budget development instructions for state agencies
- Analysis of budget proposals and development of recommendations for the Governor
- Year-end close & new-year start-up instructions for state agencies
- Procedures for monitoring of agency expenditures
- Decision briefs for budget execution decisions
- Instructions for agencies regarding development of legislative proposals
- Recommendations to the Governor on agency legislative proposals
- Fiscal impact statements on bills introduced in the General Assembly
- Planning and performance measure instructions for state agencies
- Tracking of agency performance measures
- Economic impact statements and policy analyses on proposed regulations
- Maintenance of the Virginia Regulatory Town Hall website
- Analyses of federal budget proposals and actions that may affect Virginia
- Executive Order process coordination
- Detailed assessments of programs and services to achieve a more efficient and cost-effective state government
- Staff assistance to the Council on Virginia's Future
- Staff assistance to the Commonwealth Competition Council

Factors impacting products and services: The budget document, one of the two most significant products of DPB, will need to be both substantially revised to meet the requirements of the Government Performance and Results Act and the Taxpayer's Budget Bill of Rights. In addition, new internal processes must be developed to produce the required new information for performance management, and results-based budgetary and regulatory impact assessments.

Anticipated changes in products or services: DPB expects it will need to continue to develop additional internal processes and automated systems to meet its changing statutory requirements.

Finance

Financial overview: The Department of Planning and Budget is a central state agency primarily supported by the general fund. When excluding 1.4 million of general fund dollars allocated to the Council for Virginia's Future and the school efficiency reviews, approximately 89 percent of the Department's base budget supports personal services costs (i.e., salaries, wages, fringe benefits, and other staffing related costs). The Department also has an additional \$250,000 of nongeneral fund base budget appropriation dedicated to the Commonwealth Competition

Council in each year of the biennium. This appropriation, when backed by savings generated through the Council, would support both personal and nonpersonal service costs.

Financial breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$7,002,532	\$250,000	\$7,002,532	\$250,000
Changes to the Base Budget	\$1,197,525		\$1,196,570	
Total Budget	\$8,200,057	\$250,000	\$8,199,102	\$250,000

Human Resources

Narrative overview of the agency workforce: In fiscal year 2006, the Department of Planning and Budget had 66 authorized general fund positions, with 55 of those positions filled on July 1, 2005. DPB consists of 10 divisions and is located in Richmond, Virginia. Position categories and staff percentages follow.

Position Categories	Percent of Employees in Each Category
Planning and policy analysts	65
Managers	13
Support Staff	18
Computer Analysts	4

Position levels on July 1, 2005

Total Authorized Position Level	66
Vacant Positions	11
Non-Classified (Filled)	0
Full-Time Classified (Filled)	54
Part-Time Classified (Filled)	1
Faculty (Filled)	0
Wage	7
Contract Employee	0
Total Human Resource Level	62

Factors affecting human resources: DPB's staff is aging. Data shows that over one-third of DPB's employees are age 50 and over, with another 27.3 percent between the ages of 40 and 49. A significant percentage (18 percent) of these employees will be eligible for retirement in the next five years. Clearly, retirements will likely have a significant impact on DPB in future years.

During the period from July 1, 2004 through June 30, 2005, turnover for DPB was 12.7 percent (seven positions). How DPB addresses turnover and anticipated retirements will certainly

impact long-term operational stability. Given these workforce trends, new and cross-training for existing staff should receive elevated importance in order to support DPB's mission.

Anticipated human resource changes: With DPB facing significant retirements and high turnover, management must assess all staffing levels and assignments to determine where existing resources can best benefit the agency. Funding may be needed to support changes coming out of the management assessment. An example where additional funds might be needed is in the training arena, especially if retirements occur earlier than projected. Extra training opportunities will have to be offered to augment new staff's knowledge of various programs and processes. Also, funding to support associated retirement costs (annual, compensatory, and sick leave payouts) could become necessary should a retirement spike occur in a given year.

Information Technology

IT current state and issues: There will likely be some carryover with regard to DPB's 2004-2006 enterprise application Public-Private Education Facilities and Infrastructure Act (PPEA) project, especially if the project moves from the "prove it" phase to the "do it" phase. The project is business-driven, with a focus on identifying duplicative processes across state government and evaluating how they may be re-engineered to increase efficiency and productivity at reduced cost. Specifically, the project will concentrate on administrative, financial, human resource, and supply chain business applications. Depending on progress, the estimated cost for the project is between \$1.2 million and \$1.9 million, some of which may carry into the 2006-2008 biennium.

Factors affecting IT: The Virginia Information Technologies Agency (VITA) assumed responsibility for the Department's network and hardware at the end of 2004. New desktops were provided to all staff in the spring of 2005, and new network copiers were added at the same time.

Anticipated IT changes: The enterprise application Public-Private Educational Facilities and Infrastructure Act (PPEA) project, if continued, will examine the Commonwealth's central accounting and budgeting systems with an eye on re-engineering these older systems.

Agency IT investments: Because the Virginia Information Technologies Agency (VITA) now owns and controls DPB's network hardware and software, it is difficult, if not impossible, to project significant technology procurements for the next biennium. Until VITA directs otherwise, the Department of Planning and Budget (DPB) will continue to use Novell Netware 5.1 as its network operation system, Groupwise 6.5 for email, and Microsoft XP as its desktop operating system. System enhancements that promote efficiency will likely occur during the biennium, provided that such enhancements meet VITA's approval and are within budget. (Note: In late FY 2005, DPB purchased new Dell desktop computers for all staff and additional notebooks. It also procured new network copiers to reduce load levels on existing network printers.)

Goals:

- Provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.
- Provide objective, accurate, and timely information with respect to planning, analysis, and evaluation of the Commonwealth's fiscal, legislative, and regulatory policies.
- Continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.
- Ensure that DPB attracts and retains highly qualified and energetic individuals to carry out the mission of the agency.

Accomplishment of the Department's goals will protect the state's fiscal reputation and its AAA bond rating as well as maintain the Commonwealth's standing as the "best-managed" state in the nation.

SERVICE AREA: BUDGET DEVELOPMENT AND BUDGET EXECUTION

Service Area Description

This service area consists of two components – budget development and budget execution. The two work in tandem to produce Virginia’s biennial budget and subsequent amended budgets. Each one is described below in detail and is mandated by Section 2.2-1501 of the Code of Virginia. Both include operating and capital budgets.

- **Budget development** is the methodical process used to create the Governor’s executive budget. In general, the biennial budget development process begins in the spring with the preparation of budget instructions for state agencies. This initial phase is followed by a second in September or October whereby funding requests for new initiatives are submitted by state agencies to the Department of Planning and Budget (DPB) for analysis and evaluation. This second phase also requires DPB staff to make forecasts of major budget drivers. Both phases are essential for making recommendations to the Governor on funding issues and levels. They lead to the production of the budget document, budget bill, budget press package, and any subsequent executive amendments, if necessary. Thereafter, budget development is directed toward analyzing the General Assembly’s committee and conference amendments. This effort assists the Governor in taking actions for the reconvened General Assembly session (amendments and item vetoes) and actions on the re-enrolled budget bill. Budget development concludes in late April or early May upon signing of the budget by the Governor.
- **Budget execution** is the implementation component of Virginia’s budget process that allows state agencies to spend appropriations. Within this component, appropriations and allotments are reviewed and approved, expenditures are monitored, and instructional guidance is issued to state agencies on matters such as year-end close and new-year start-up. Budget execution also includes the preparation of decision briefs that are used in making certain budgetary decisions. Although much of budget execution follows budget development, it is a year-round activity.

Customers

- Governor
- Governor’s secretaries and policy staff
- General Assembly members
- State agencies
- Public

Financial Breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$4,228,172	\$0	\$4,228,172	\$0
Changes to the Base Budget:				
Central transfers	\$296,905		\$296,905	

Funds for two positions	\$257,784		\$257,784	
Total Budget	\$4,782,861	\$0	\$4,782,861	\$0

Objective 1

Develop a financially balanced and structurally sound budget for Virginia.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.

Strategies:

- Submit a budget to the General Assembly which manages the available general fund resources resulting from one-time revenues and savings actions.
- Limit contingent appropriations in the budget submitted to the General Assembly.
- Submit a budget to the General Assembly that has clear performance measures for budget actions involving new initiatives.

Measure 1: One-time general fund revenues and savings actions in the introduced budget as a percent of proposed general fund spending.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: The introduced budget bill is the analysis source for calculating this measure.

Baseline: 4.48 percent (FY2005)

Target: Less than 10 percent

Measure 2: Number of contingent appropriations in the introduced budget.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: The introduced budget bill is the analysis source for calculating this measure.

Baseline: 5 (2004-2006 Biennium)

Target: 1

Measure 3: Percent of new budget initiatives in the introduced budget bill with specified performance measures or outcomes.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: The introduced budget bill is the analysis source for calculating this measure.

Baseline: Data available in spring 2006

Target: 100 percent

Objective 2

Ensure timely and accurate actions in executing the state budget.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. It also links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- No more than ten budget execution (FATS) transactions per 1,000 transactions hitting the error file.
- Generate a satisfactory rating from state agencies concerning the timeliness, clarity, and accuracy of budget execution instructions, determined through an annual survey.
- Minimize the administrative increase of special fund and dedicated special fund operating appropriations.

Measure 1: Number of FATS transactions per 1,000 transactions that hit the error file.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Count of Probud Services FATS transactions.

Baseline: 6.27 (FY2005)

Target: 5

Measure 2: Rating of budget execution instructions by state agencies.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Survey of state budget officers.

Baseline: Available in fall 2006

Target: Good to excellent

Measure 3: Administratively approved special fund and dedicated special fund operating appropriations as a percent of the total special fund and dedicated special fund operating appropriations in the Appropriation Act each year.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Amounts appropriated by FATS transactions for special funds and dedicated special funds during a fiscal year divided by special fund/dedicated special fund appropriations in the Appropriation Act for that year.

Baseline: 4.33 percent (FY2005)

Target: 5 percent

Objective 3

Demonstrate fairness and openness in the budget development process.

Alignment to Goals: This objective links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Annually survey the Governor's Office and Cabinet about the fairness and openness of the

budget development process.

- Annually survey state agencies concerning the timeliness, clarity, and accuracy of budget development instructions.
- Ensure budget analysts visit their assigned agencies each year.

Measure 1: Rating of budget development process by the Governor and cabinet.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Annual survey of the Governor and cabinet.

Baseline: Available in spring 2006

Target: Good to excellent

Measure 2: Rating of budget development instructions by state agencies.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Annual survey of state budget officers.

Baseline: Available in October 2006

Target: Good to excellent

Measure 3: Number of agency visits by analysts to each of their assigned agencies.

Measurement Type: Output

Measurement Frequency: Annual

Data Source and Calculation: Data captured from staff agency visit files maintained by management.

Baseline: 1

Target: 1

Objective 4

Conduct timely and comprehensive analyses of the federal budget.

Alignment to Goals: This objective links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Generate a satisfactory rating from the Governor's policy office and cabinet concerning information and analysis provided about the federal budget.

Measure 1: Rating of DPB federal budget analysis by the Governor and cabinet officials.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Annual survey of the Governor and cabinet.

Baseline: Available in September 2006

Target: Good to excellent

SERVICE AREA: LEGISLATION REVIEW SERVICE

Service Area Description

The legislation review portion of this service area provides information to enable the Governor and General Assembly members to assess proposed legislation in order to make informed decisions regarding budget, regulatory, and policy issues. It also helps the Governor and General Assembly provide adequate resources to implement statutory changes that have a fiscal impact. The service produces an electronic fiscal impact statement system (EFIS) that makes fiscal impact statements more quickly and publicly available.

Legislative review is not mandated within DPB's codified responsibilities. It was, however, originally assigned to the agency in a 1975 executive order. The legislative review process begins in July and runs through April, with most work occurring in the January-April time frame.

Customers:

- Governor
- Governor's secretaries and policy staff
- General Assembly members
- State registrar
- State agencies
- Public

Financial Breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$55,772	\$0	\$55,772	\$0
Changes to the Base Budget: Central transfers	\$4,114		\$4,114	
Total Budget	\$59,886	\$0	\$59,886	\$0

Objective 1

Provide accurate, timely analysis of the fiscal and related impacts of legislation.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. It also links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Calculate the percentage of bills with fiscal impacts at the end of each General Assembly Session based upon the number of bills submitted during the session.

- Calculate the percentage of bills funded in the Appropriation Act based upon the number of bills with fiscal impacts.
- Survey the Governor's policy staff to determine satisfaction.

Measures 1: Percentage of bills with fiscal impact statements issued.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Electronic Fiscal Impact Statement (EFIS) system report on the number of fiscal impact statements compared to total bills.

Baseline: 63.5 percent (2005 General Assembly Session)

Target: 75 percent

Measure 2: Percentage of enacted legislation with fiscal impacts funded in Appropriation Act.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Comparison of EFIS report on revenue impacts to the enrolled bill.

Baseline: Available in June 2006

Target: 100 Percent

Measure 3: Satisfaction of the Governor's policy staff with the quality and timeliness of the legislative process.

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: Annual survey of the Governor's policy staff.

Baseline: Available in June 2006

Target: Good to excellent

SERVICE AREA: FORECASTING AND REGULATORY REVIEW SERVICES

Service Area Description

The Department is required by statute to evaluate the economic impact of regulations and to ensure that state agencies write regulations that are clear, necessary, and enforceable. The division advises the Governor on whether regulatory proposals are unnecessarily costly or intrusive. The process is interactive and iterative.

Financial Breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$588,554	\$0	\$588,554	\$0
Changes to the Base Budget: Central transfers	\$45,988		\$45,988	
Total Budget	\$634,542	\$0	\$634,542	\$0

Objective 1

Analyze the economic impact of proposed regulations.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. The objective is particularly aligned to maintaining Virginia's status as the "best managed" state.

Strategies

- Provide economic impact analysis reports that correctly indicate economic costs and benefits of proposed regulatory change, using, where feasible, existing reference and high-quality research.
- Provide review within the statutory deadlines that adds positively to public discourse.
- Verify and improve the design of proposed regulations to maximize economic benefits and minimize economic costs.
- Make implementable recommendations that result in design improvements and that advance the Governor's public policy goals.

Measure 1: The percentage of economic impact analyses that are completed on or before the statutory deadline.

Measurement Type: Output

Measurement Frequency: Ongoing

Data Source and Calculation: Deadlines for the completion of economic impact analyses are statutory and are explicitly stated on the Virginia Regulatory Town Hall website. Also explicitly stated is the date that any given regulatory action is completed and uploaded onto the website. A comparison of these two dates will indicate whether the regulatory review was completed on or before the stated deadline.

Baseline: 41 percent

Target: 90 percent

Objective 2

Facilitate stakeholder participation in developing regulations.

Description: The Department is required to maintain a web-based system for managing the regulatory process and for providing public access to regulatory information as it becomes available. The Virginia Regulatory Town Hall web application uses advanced web and database technology to allow agencies and members of the public to learn about Virginia regulations, track regulatory activity, and offer public comments. The web site also allows agencies to post the minutes of any meetings concerning regulatory matters. In addition, DPB issues instructions and conducts training for agency regulatory coordinators and the public.

Alignment to Goals: This objective links to the Department's goal to continue to strengthen communication with state policy decision-makers and program managers, certain external groups, and the general public. Meeting this objective will give citizens tools to allow them to actively participate in state government.

Strategies:

- Train agency users and executive branch reviewers on the rulemaking process and how to use the Town Hall website.
- Draft each administration's Executive Order on rulemaking with continuous process improvement in mind.
- Track legislative proposals that may result in or have an impact on rulemaking activity.
- Formulate legislative proposals to improve regulatory processes.

Measure 1: The frequency by which the Virginia Regulatory Town Hall is accessed by the public.

Measurement Type: Outcome

Measure Frequency: Ongoing

Data Source And Calculation: Number of hits by the public on the Virginia Regulatory Town Hall website.

Baseline: 3,596,672 (August – November 2005)

Target: Two percent increase in the number of hits each year.

Objective 3

Develop forecasts for major state programs for planning and budgeting purposes.

Description: The Department produces annual forecasts for the following programs:

- Medicaid Expenditures (DPB has statutory authority for this forecast);
- Public Safety Admissions and Population forecasts for state prisons, local jails, state juvenile correctional facilities, and detention homes;
- General Fund Tax Revenue Collections; (a second opinion for Department of Taxation's official forecast)
- Criminal Fund Expenditures;
- Involuntary Mental Commitment Fund Expenditures;
- Family Access to Medical Insurance Plan Expenditures;

- Temporary Assistance to Needy Families Population (this forecast is produced intermittently at the request of Department of Social Services);
- Department of General Services Purchase Order Expenditures (this forecast is produced intermittently at the request of Department of General Services).

The forecasts are provided to decision makers as key input for each year's budget decisions as well as for longer range policy and planning for key budget drivers.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.

Strategies:

- Maintain expertise on relevant forecasting techniques and models to maintain quality.
- Manage forecast production to optimize usefulness to decision makers.
- Assure forecast results are communicated effectively.
- Perform other economic analyses and projections, upon request.

Measure 1: Accuracy of various forecasts

Measurement Type: Outcome

Measurement Frequency: Annual

Data Source and Calculation: For all forecasts, the division will calculate the percentage difference between forecasted values and actual values.

Baseline:

For Medicaid Forecasts: Actual Medicaid expenditures exceeded forecasts by .8 percent in fiscal year 2003. In fiscal year 2004, actual Medicaid expenditures exceeded forecasts by .4 percent.

For Public Safety Forecasts: Actual values for the DOC new core commitment streams exceeded forecasts by 7.54 percent in fiscal year 2003. In fiscal year 2004, Actual values for the DOC new core commitment streams fell short of forecasted values by 5.1 percent.

For Revenue Forecasts: Actual revenue collections fell short of forecasted values by 4.6 percent in fiscal year 2002. In fiscal year 2003, actual revenue collections exceeded forecasted values by .5 percent.

Target:

For Medicaid Forecasts: Actual Medicaid expenditures will fall within +/-3 percent of the consensus forecast.

For Public Safety Forecasts: Actual public safety admission and population values will fall within +/-10 percent of DPB forecasts. Percentage error will be an average of all public safety forecast streams weighted by inmate populations.

For Budget Forecasts: Actual cumulative tax revenues for the four general fund categories forecasted by DPB will fall within +/- 6 percent of the DPB estimate.

SERVICE AREA: PROGRAM EVALUATION SERVICES

Service Area Description

The service area of Evaluation Services contains three primary functions:

School Efficiency Review Program: This is a component of the overall Education For A Lifetime initiative. The purpose of the reviews is to identify savings that can be gained through best practices in organization, service delivery, human resources, facilities, finance, transportation, technology management and other non-instructional areas, thereby allowing local school divisions to redirect administrative savings back into the classroom for an even greater investment in the children of Virginia. Business practices that appear to be more efficient than those found elsewhere are also be documented and shared with other school divisions across the Commonwealth.

Best Management Practices Studies: Studies are conducted to analyze managerial and programmatic issues and present recommendations to ensure effective and efficient outcomes for the citizens of Virginia. The staff serves as the primary program evaluation instrument for the executive branch.

Support for the Commonwealth Competition Council (CCC): This function provides staffing and operational support to the CCC. This includes documenting and validating savings recommendations, providing logistical support for all CCC activities, preparing required reports and presentations, maintaining the CCC website, and determining the amount of an appropriation no longer needed when privatization occurs and unalloting that funding.

Statutory Authority

School Efficiency Review Program

The Code of Virginia (§ 2.2-1501) requires that the Department of Planning and Budget develop and manage a school efficiency review program.

The Code of Virginia (§ 2.2-1502.1.) School efficiency review program:

A. From such funds as may be appropriated or otherwise received for such purpose, and upon written request by a local school board or the division superintendent, the Director shall initiate a review of the relevant school division's central operations. Such review shall examine non-instructional expenditures and identify opportunities to improve operational efficiencies and reduce costs for the division and include but not be limited to examinations of (i) overhead, (ii) human resources, (iii) procurement, (iv) facilities use and management, (v) financial management, (vi) transportation, (vii) technology planning, and (viii) energy management. Such reviews shall not address the effectiveness of the educational services being delivered by the division.

B. School divisions shall pay 25 percent of the cost of the school efficiency review in the fiscal year immediately following the completion of the final school efficiency review report. Commencing with reviews completed in fiscal year 2006, partial recovery of the cost of individual reviews may be made in the fiscal year beginning not less than 12 months and not more than 24 months following the release of a final efficiency review report for an individual school division. Such recovery may occur if the affected school division superintendent or

superintendent's designee has not certified that at least half the recommendations have been implemented or at least half of the equivalent savings of such efficiency review have been realized. Lacking such certification the school division shall reimburse the state for 25 percent of the cost of the school efficiency review. Such reimbursement shall be paid into the general fund of the state treasury. The Department of Planning and Budget shall provide the format for such certification.

C. All agencies, authorities, and institutions of the Commonwealth shall cooperate and provide assistance as the Director may request (2005, c. 620).

Paragraph B, above, is in part superseded by budget language that waives the initial 25 percent for fiscal year 2006.

Best Management Practices Studies

The Code of Virginia (§ 2.2-1501) requires that the Department of Planning and Budget perform, in part, the following duties:

- Development and direction of an integrated policy analysis, planning, and budgeting process within state government.
- Conduct of policy analysis and program evaluation for the Governor.
- Development and operation of a system of standardized reports of program and financial performance for management.

There are no federal laws or regulations governing the Best Management Practices studies or the Commonwealth Competition Council directly, although the staff often interacts with customers who are bound by such laws and regulations. Staff also interacts with federal agencies on a variety of topics of interest to the CCC.

Commonwealth Competition Council

The Code of Virginia (§ 2.2-2621.A.) establishes the Commonwealth Competition Council as an advisory council in the executive branch of state government. Additionally, the Appropriation Act, Chapter 951, Item 283, D.1., specifies that the Department of Planning and Budget shall provide staffing and operational support to the Commonwealth Competition Council. Other state agencies and institutions of the Commonwealth shall also assist the Commonwealth Competition Council in its work upon the request of the chairman of the Council.

There are no federal laws or regulations governing the Best Management Practices studies or the Commonwealth Competition Council directly, although the staff often interacts with customers who are bound by such laws and regulations. Staff also interacts with federal agencies on a variety of topics of interest to the CCC.

Customers:

School Efficiency Review Program: The primary customer for all school division reviews is the School Superintendent of the division being studied.

Best Management Practices Studies: The customer base includes the Governor, the Cabinet, and the agency heads of the agencies being assisted.

Support for the Virginia CCC: The primary customers are the members of the CCC and executive branch agencies and institutions of the Commonwealth.

Anticipated Changes to Customer Base: In all three of these functional areas the customer base may change due to elections and appointments in the future.

Partners:

School Efficiency Review Program: Partners include the consultants hired to perform the reviews and the staff of the school divisions being studied.

Best Management Practices Studies: None

Support for the CCC: Partners include private entities submitting unsolicited proposals consistent with the CCC's purposes and duties, and government agencies and nonprofit organizations whose practices may constitute inappropriate competition with private enterprise.

Products and Services:

School Efficiency Review Program: The primary product is the school efficiency review study report, which is developed by DPB or by consultants hired by DPB. The reports are released to the public at school board meetings and then posted on the Virginia Department of Education's website. These reports document opportunities for savings and greater efficiency in the non-instructional portions of the school divisions studied as well as identify those practices that are exceptional and worthy of implementation in other divisions.

Best Management Practices Studies: The primary product of this function is the Best Management Practices Study, which is developed by DPB for the use of the agency head and the administration. These studies identify opportunities to improve operations through cost savings, efficiencies, reorganization, process redesign, and the like.

Support for the Virginia CCC: The primary product of this function is its evaluation of services and functions of all state agencies and institutions in order to gain information on which to base outsourcing recommendations. Recommendations include: determining the privatization potential of a program or activity, performing cost/benefit analyses, and conducting public and private performance analyses; updating a system to encourage the use of feasibility studies and innovation to determine where competition could reduce government costs without harming the public; and developing CCC recommendations to the Governor, General Assembly, Small Business Commission, and such other entities as may be directed.

Factors Impacting Products and Services:

School Efficiency Review Program: Funding for studies outsourced, and staffing for studies conducted with internal resources and conflicting demands for these resources.

Best Management Practices Studies: Studies are assigned by the administration rather than scheduled by the division. The number and nature of assignments, therefore, are totally determined by the interest and needs of decision makers. When gubernatorial administrations change, the division must introduce its products to the new administration. There is frequently a slowdown in demand until the new cabinet has the opportunity to determine its priorities.

Support for the Virginia CCC: A critical factor is gubernatorial support for the CCC's analyses and recommendations, without which no recommendations can be implemented, and the length of time it takes to bring recommendations to fruition.

Anticipated Changes to Products and Services:

School Efficiency Review Program: Pending legislation requires school divisions to reimburse the Commonwealth for a portion of the cost of the study if recommendations are not implemented. The effect on the voluntary demand for these studies has yet to be determined.

Best Management Practices Studies: Because these studies are client-driven, each study constitutes a change.

Support for the Virginia CCC: The demand for CCC customer service is anticipated to increase as a result of the Code-mandated inventory of commercial activities released on October 1, 2005. After October 1, 2005, the inventory will be released each October 1 of the second year of the biennium.

Financial Breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,718,886	\$250,000	\$1,718,886	\$250,000
Changes to the Base Budget:				
Central transfers	\$41,808		\$41,808	
Central Appropriations transfer to the Council for Virginia's Future	\$500,000		\$500,000	
Total Budget	\$2,260,694	\$250,000	\$2,260,694	\$250,000

Objective 1

To identify opportunities to make executive branch agency operations more efficient and effective through objective evaluation of programs and processes.

Description: Best management practices conducts studies to identify opportunities to increase the efficiency and effectiveness of programs under review.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. It also links to the Department's goal to provide objective, accurate, and timely information with respect to planning, analysis, and evaluation of the Commonwealth's fiscal, legislative, and regulatory policies.

Strategies:

- Set up methodology to monitor project timeliness and acceptance of recommendations.

Measure 1: Acceptance rate of recommendations.

Measure Type: Outcome

Measure Frequency: Measure will be calculated six months and 12 months after presentation of the final report to requester/customer.

Data Source and Calculation: A written inquiry of status will be used to calculate the data. The calculation will reflect a rolling average of the most recent three studies.

Baseline: Available by December 2006

Target: Acceptance of 90 percent of recommendations by the end of the 12 month period.

Measure 2: Completion of evaluation studies on time.

Measure Description: Timeliness of draft report delivery date

Measure Type: Output

Measure Frequency: At conclusion of draft report

Data Source and Calculation: Comparison of original product plan and timeline to draft report delivery to agency head. On time is defined as no more than 10% in excess of the total days originally projected, modified to reflect any changes in scope.

Baseline: To be determined once studies are assigned.

Target: 100 percent on-time delivery.

Objective 2

Identify ways for local school divisions to save money in non-instructional areas.

Description: Conduct studies to identify possible areas of savings in local school divisions using established school efficiency assessment protocols.

Alignment to Goals: This objective links to the Department’s goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. It also links to the Department’s goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Solicit volunteer school divisions for upcoming fiscal years.
- Identify funds to be used to contract for studies.
- Manage contracting and performance of private firms.
- Capture and report savings.

Measure 1: Net savings identified in school efficiency reviews as a percentage of total operating budgets in studied divisions.

Measure Description: One of the main purposes of the school efficiency review program is to identify potential savings in the non-instructional operations of the division. This measure reflects how well this objective is reached.

Measure Type: Outcome

Measure Frequency: Once, at completion of review

Data Source and Calculation: Final reports indicate net savings. DOE data captures total budgets. Figure reported is a rolling average of last three studies completed.

Baseline: 1.87 percent

Target: 2.5 percent

Measure 2: Acceptance rate of recommendations.

Measure Type: Outcome

Measure Frequency: Semi-annually

Data Source and Calculation: Supervisors are queried in follow-ups to studies to determine the extent of implementation. Recommendations that are fully implemented, partially implemented, implemented by substitute, or on track for implementation are included as positives in this calculation. Recommendations that are reported as “considered and rejected” are not. All studies that have been completed for at least 6 months are included in this calculation.

Baseline: 91.5 percent

Target: 95 percent

Objective 3

Identify best practices that can be shared among local school divisions to improve their efficiency.

Description: Conduct studies to identify possible areas of best practices in local school divisions using established protocols.

Alignment to Goals: This objective links to the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity. It also links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Solicit volunteer school divisions for upcoming fiscal years.
- Identify funds to be used to contract for studies.
- Manage contracting and performance of private firms.
- Capture and report best practices.

Measure 1: Number of practices or processes captured per study that demonstrate an excellent or unique way to manage a business issue or to administer a policy.

Measure Type: Outcome

Measure Frequency: Annual

Data Source and Calculation: Data are captured at the conclusion of reports. A rolling average of the last three reports will be used in this calculation.

Baseline: 8.3

Target: 10

Objective 4

Provide staffing and operational support to the Commonwealth Competition Council in its evaluation of competitive opportunities for the executive branch of state government.

Description: Monitor the products and services of executive branch agencies and institutions of higher education to bring an element of competition, and to ensure a spirit of innovation and entrepreneurship to compete with the private sector. Examine and promote methods of providing a portion or all of select government-provided or government-produced programs and services through the private sector by a competitive contracting program.

Alignment to Goals: This objective links to the Department's goal to continue to strengthen communication and relationships with state policy decision-makers and program managers, certain external groups, and the general public.

Strategies:

- Review selected services and make recommendations to the CCC.
- Direct agencies in conducting public and private performance analyses.
- Update and monitor system to encourage feasibility studies and innovation to determine where competition could reduce government costs without harming the public.

- Encourage use of the “make or buy analysis” from the Department of General Services’ Agency Procurement and Surplus Property Manual or the CCC Cost Comparison Program, “COMPETE,” to develop full cost accounting of a particular function and validate savings recommendations. (If other cost comparison programs are used, please consult with the DPB/CCC prior to its use.)
- Update monthly the CCC Web site.
- Unallot the amount of an agency’s existing appropriation where all or a portion of the agency’s function has been privatized in accordance with a recommendation of the CCC.
- Develop legislation to codify DPB’s role in supporting the work of the CCC.
- Hold an annual strategic planning session for CCC to develop project/issue priorities to be studied.

Measure 1: Dollar value of recommended savings.

Measure Type: Outcome

Measure Frequency: Annual

Data Source and Calculation: This measure is calculated using information and analyses from the CCC meetings and databases.

Baseline: \$350,000 based on CCC savings recommendations.

Target: \$450,000

SERVICE AREA: ADMINISTRATIVE SERVICES

Service Area Description

This service area consists of three primary subunits: employee relations, fiscal services, and facilities management. It also coordinates and implements actions (mandates, directives, changes, etc.) initiated by the Virginia Information Technologies Agency. In total, 4.9 professional employees provide the services below to approximately 65 staff at any given time.

Employee relations: Provides a wide range of personnel services to the agency. Services include benefits administration, payroll coordination, state/federal policy interpretations, employee performance evaluations, position classification reviews, and employee development/training opportunities. (Although administrative services coordinates payroll activity, the Department of Accounts keys and processes the agency's payroll, including the reporting of wage data to the federal government.) Employee relations also develops the agency's workforce plan, which describes and analyzes staff issues, projects attrition, and forecasts future staffing needs.

Fiscal services: Provides accounting, budgeting, and procurement services to the agency. Invoices and purchase orders are processed and reconciled in a manner consistent with standards established by the Commonwealth Accounting and Reporting System, vendor Prompt Pay, eVA (electronic procurement), and the Agency Procurement and Surplus Property Manual. Budgeting/expenditure services are also provided to ensure that expenditures are always within allotted appropriation levels.

Facilities management: Provides space allotments, renovations, and communication coordination in the agency. It is also responsible for problem resolution on matters that affect employees such as safety/security and comfort in the work environment.

Customers

- Governor's secretaries (upon request)
- DPB staff
- State agencies

Financial Breakdown:

	FY 2007		FY 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$411,148	\$0	\$411,148	\$0
Changes to the Base Budget:				
Central transfers	\$29,267		\$29,267	
Adjustments for basic operations	\$21,659		\$20,704	
Total Budget	\$462,074	\$0	\$461,119	\$0

Objective 1

Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Alignment to Goals: This objective supports the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.

Strategies:

- Review scorecard categories each quarter.
- Take timely corrective actions to ensure that scorecard expectations are met or exceeded.

Measure 1: Percent of scorecard categories marked as "meet expectations" for the agency.

Measure type: Outcome

Measure frequency: Annual

Baseline: 100 percent of the scorecard categories met expectations in 2005

Target: 100 Percent

Objective 2

Ensure that staff levels are appropriate for fulfilling the mission and mandates of the agency.

Alignment to Goals: This objective supports the Department's goal to attract and retain highly qualified and energetic individuals to carry out the mission of the agency.

Strategies:

- Evaluate positions on an on-going basis.
- Determine how and when planned attrition (retirements) will impact the agency.
- Compensate employees appropriately for work quality, not years of service.
- Annually update the agency's workforce plan, a systematic assessment of staffing needs and actions. (This strategy links directly to the Governor's Management Standards Scorecard for Workforce Planning.)

Measure 1: Percentage of filled positions to maximum employment level.

Measure type: Outcome

Measure frequency: Annual

Baseline: 86 percent

Target: 90 percent

Objective 3

Ensure that acceptable accounting standards are maintained in the agency.

Alignment to Goals: This objective supports the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.

Strategies:

- Address Auditor of Public Accounts management recommendations.
- Comply with vendor Prompt Pay standards.

Measures 1: Number of Auditor of Public Accounts management recommendations.

Measure type: Outcome

Measure frequency: Annual

Baseline: 0

Target: 0

Measure 2: Percentage of vendor payments made within Prompt Pay acceptable standards.

Measure type: Outcome

Measure frequency: Quarterly

Baseline: 95 percent

Target: 97 percent

Objective 4

Ensure that acceptable procurement standards are maintained in the agency.

Alignment to Goals: This objective supports the Department's goal to provide state-of-the-art financial management for the Commonwealth to protect its fiscal integrity.

Strategies:

- Procure goods and services from small, women-owned, and minority businesses (SWAM).
- Procure goods and services from eVA.

Measure 1: Percentage of nonexempt SWAM orders to agency purchase orders.

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: 12 percent

Measure Target: 15 percent

Measure 2: Percentage of nonexempt procurements made through eVA.

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: 80 percent

Measure Target: 90 percent